

Principal Concerns about Present ICS OrganizationDec 1982

First, and the driving requirement for change, is the degree of Community participation. The present organization and functions tend to emphasize independent staff analysis and recommendation and to deemphasize Community participation. The double-hatting of collection committee staffs as ICS offices lends credence to this perception by Community members. It is also important that the DCI have a full appreciation of Community member's views, and it is not apparent that enough emphasis has been given this facet of staff support of the DCI. There is also a perception--with some validity--that the IC Staff is too far removed from the line organization and is fenced out by professional meeting-goers. Clearly, any organizational remedy must be accompanied by a commitment from Community members to provide high-quality participants and top-level attention when necessary.

Second, collection issues tend to dominate IC Staff resources. Moreover, capabilities frequently tend to drive requirements and added emphasis is needed on other important Community issues, such as analysis, dissemination, priorities, all-source problems and operational coordination. The present organization is not structured to accommodate such a change of emphasis. Part of that change in emphasis also has to do with turning our attention to a more relevant set of issues--issues which relate to real-world problems which require coordinated Community action.

Finally, some IC Staff functions are in need of redefinition. Certain outputs and organizations have proven to have little practical value. Some areas are much weaker than others and need a revised agenda. There also exists both overlap of certain responsibilities and lack of interaction among the offices on functions such as budget, planning and assessment. There is more to solving problems than writing reports, but the Staff has tended to see reports as the output rather than action and

follow-through